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TAB G

SYNOPSIS OF THE SUPPORT CAREER  
SERVICE - [REDACTED]

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1. By way of introduction, [REDACTED] noted that the Conference groups had concentrated on development of plans to recruit and train the so-called generalist to fulfill the demands of Support jobs which require across-the-board training and qualifications.

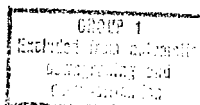
2. The roll of the JOT in such a program was emphasized. The problem of assigning JOT's at Headquarters was discussed. The suggestion that the Support Career Service take more initiative in filling Headquarters and Field positions which fall in the gray area between Administrative and Operations was given special attention. It was agreed that any sizable organization requires more specialists than generalists and that, by and large, the specialists will attend to their own career development. Management, however, must develop its own generalists. The point was made that careful attention must be given to developmental criteria early in the career cycle and must be continuous or the opportunity for growth would disappear and another specialist would be rushed into another generalist assignment.

3. It was therefore agreed that the Support Career Service can develop this officer only through a well-planned, carefully managed system of guaranteeing a proper balance of developmental working assignments, both overseas and at Headquarters. The following was offered:

(a) The DD/S Career Service must identify such positions within its various components, essentially at the GS-7 to GS-13 level. It was agreed that there are specialists positions available in every component that could be manned by SA generalists given an adequate break-in period estimated from two days to two weeks depending on the assignment.

(b) Such a plan could be extended Agency-wide and hopefully to include the DD/I. As more of these developmental assignment opportunities are identified and agreed upon with the other office heads and the Deputy Directors concerned, the SA Service can think positively of expanding its present membership.

(c) We must avoid a numerical imbalance between (1) the lack of assignment possibilities for overseas returnees or other SA generalists rotating within Headquarters and (2) the forfeiture



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of SA type assignments due to a scarcity of qualified SA Careerists to continually man the positions in question.

(d) It was agreed that every specialist or component generalist transferred out of a component should not necessarily undergo career designation change. This can remain a two-way street, rotating the Logistics, Finance or Security specialist or generalist into an SA generalist tour on a round-trip basis.

(e) Assuredly, this new SA generalist, who will be entering the Agency through a JOT or COT program, must be carefully selected in terms of his motivational interest and the knowledge beforehand that all carefully selected DD/S JOT's or COT's will not necessarily mature as generalists and that they may in this rotational process choose to become a functional specialist. We need more managers and most of all we need to maintain flexibility.

(f) It was emphasized that it is clearly the personal responsibility of every general Support Officer for whom one of these new trainees may be working to conscientiously contribute to his learning. In this way the candidate will be content to add to his arsenal the learning that goes with the most menial tasks, particularly if he knows from the outset that he is being groomed for decision-making responsibilities.

4. [REDACTED] concluded his remarks on the proposal for reposition of the Admin Board. The range of recommendations varied from doing away with the present Board and replacing them with Support Officers, to reducing the present membership by maybe two or three and then adding a like number of Support Officers. This proposal has some merit in the sense of added breadth especially when you consider present plans for broadening the SA Career Service.

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